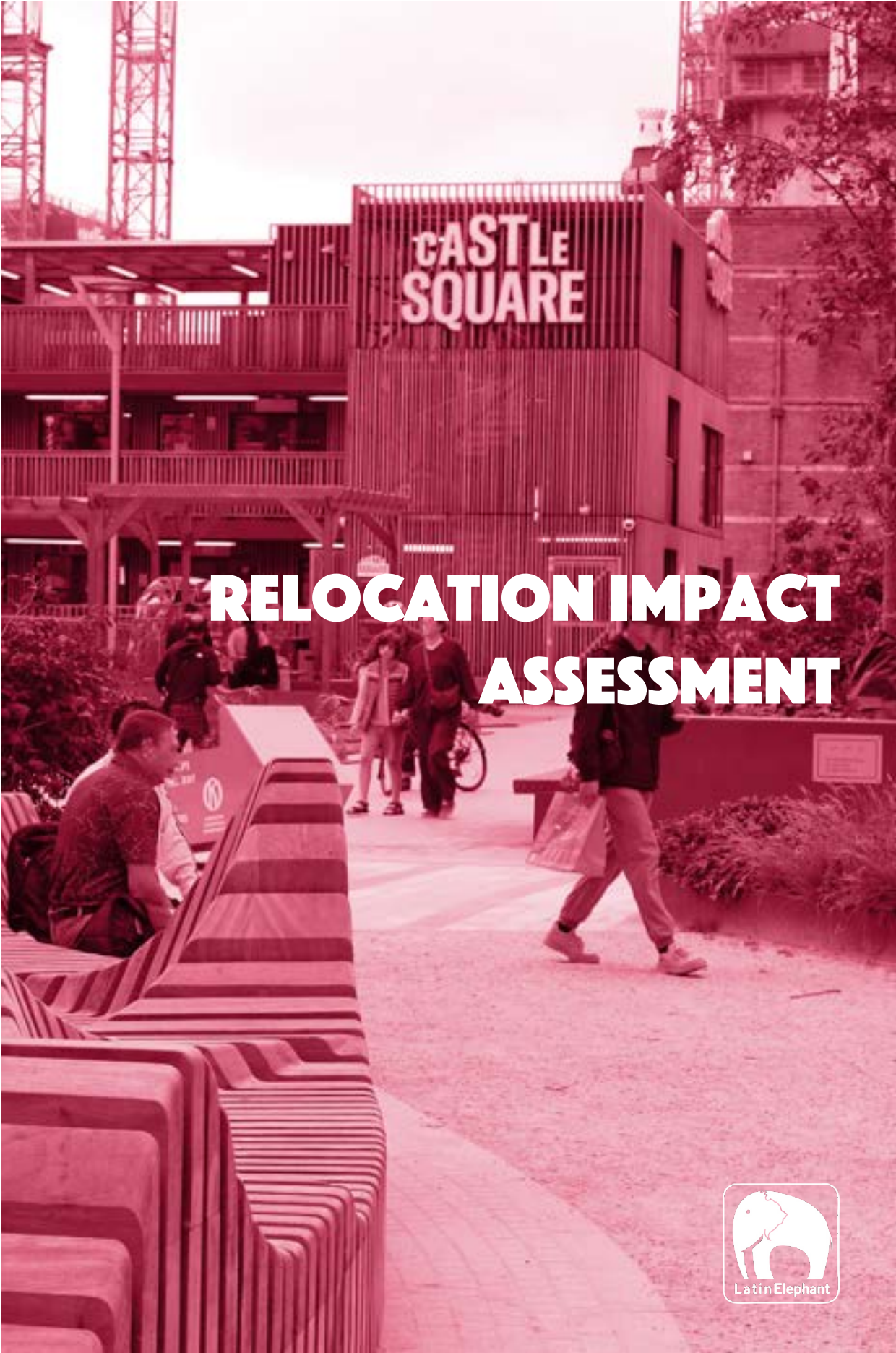




RELOCATION IMPACT ASSESSMENT



RELOCATION IMPACT ASSESSMENT

Current state of play for
Elephant & Castle traders

April 2025

LATIN ELEPHANT

In partnership with

Impact
on **Urban**
Health



Written by Latin Elephant:
Valerie Rosa, Sophie Wall, Sarah Goldzweig,
Patria Román-Velázquez, Santiago Peluffo, and Natalia Pérez

With the support of Impact on Urban Health (Guy's and St Thomas'
Foundation)

Graphics and illustrations by
Gabriela Mac'Allister and Nicolás Rosal (except when stated otherwise)

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INTRODUCTION

Following up on our latest reports 'Migrant and Ethnic Economies in Time of Crisis' and 'Supporting Migrant and Ethnic Economies Through Regeneration in London' this Relocation Impact Assessment aims to collect quantitative and qualitative data regarding the traders in the context of regeneration in Elephant & Castle at four years of the relocation process. We hope that this research will create awareness and visibility around the connection between regeneration, and the displacement of migrant and ethnic businesses, and the disproportionate effects it has on the local community.

Research questions

The following guided the research upon which this report is based:

- 1** What are the main challenges that relocated traders are facing 4 years after the relocation?
- 2** What is the economic panorama of relocated traders from the Elephant & Castle Shopping Centre after relocation?
- 3** What has been the impact of relocation for the relocated business owners and their businesses?
- 4** What have been the experiences of relocated traders with their relocation sites?
- 5** What does the future look like for relocated business owners?

Project aims

- 1** Build on the existing survey of traders conducted by Latin Elephant through detailed interviews with selected relocated traders.
- 2** Have a better understanding of the current panorama of the relocated businesses from the Elephant & Castle Shopping Centre.
- 3** Understand more about the specific challenges from relocated businesses and traders.

Methods

Latin Elephant is consistently monitoring the situation on the ground, and engages with day-to-day conversations with traders. A lot of the background information for this report builds on this learning practice and traders' lived experience. In addition and for the specific purpose of this report we conducted 21 in-depth interviews with traders between August 2023 and May 2024 complemented with a detailed survey (see Appendix 1), distributed to 37 traders, with a total of 21 responses.

CONTEXT

November 2016 - July 2018

When property developer Elephant and Castle Properties Co. Ltd¹ submitted their initial proposal for the redevelopment of the Elephant & Castle Shopping Centre site in late 2016, there was no provision for the retention of nearly 90 retailers trading there at the time. Following a robust community campaign — Latin Elephant; 35% Campaign; Southwark Defend Council Housing; the Elephant Traders Association; the Green Party; the 56a Infoshop, a radical social centre; the anti-gentrification platform Southwark Notes; Southwark Law Centre; Walworth Society, and students and Trade Unionists from LCC — and rejection of the proposal by Southwark Planning Committee at its first sitting January 2018, the developer (at that time operating as Delancey) amended the s106² to include: the provision of 10% affordable retail space in the new development (New Town Centre/ NTC); temporary relocation space in Elephant and Castle for traders during NTC construction; a 'database of opportunities' to signpost traders to other local affordable retail units; a third party business advisor to support traders with relocation; the creation of a Trader Panel; and a Relocation Fund of £634,700 intended to support traders with the costs of this process.³ Additionally, Southwark Council contributed an additional relocation site, and £200,000 in relocation funds.

¹ Elephant and Castle Properties Co. Limited is an offshore entity, now run by Get Living. Get Living is a joint build-to-rent venture with Qatari Diar, established by Delancey, a national property asset company. Until 2021 Delancey presented themselves as the public-facing Landlord/Developer of the shopping centre site. Since 2021, Get Living now acts as Landlord/Developer.

² A section 106 or s106 is a legally binding agreement between the property owner/ developer of a site and the local (planning) authority. It sets out obligations required of the developer by the local authority, on the basis of which planning permission is granted.

³ <https://www.pilc.org.uk/blog/fighting-for-social-housing-at-the-elephant/>

The support measures set out in the s106 were

informed by the findings of an Equalities Analysis published in 2016, which found that the shopping centre redevelopment had potential negative equality risks on racialised and minoritised business owners due to displacement, and on the communities that use their shops and services due to the loss of affordable goods and services.⁴ These findings and the necessity of proposed mitigation measures were re-confirmed by an Equalities Impact Assessment commissioned in 2019.⁵

⁴ <https://moderngov.southwark.gov.uk/documents/s68297/Report%20Elephant%20and%20Castle%20Shopping%20Centre%20Equalities%20Analysis%20and%20Mitigation%20Projects.pdf>

⁵ In October 2015 Southwark Council cabinet authorised officers to commission an equalities analysis to help inform the council on the equality implications of the shopping centre redevelopment project and fulfil the council's public sector equalities duty, on the basis of which they commissioned the EqlA in 2019.

⁶ Latin Elephant's 'Objection to Planning Application, Elephant and Castle Town Centre and LCC Campus at the EC (ref: 16/AP/4458)' submitted in July 2018, was a draft of the report 'Socio-Economic Value at the Elephant and Castle' published in August 2018: https://repository.lboro.ac.uk/articles/report/Socio-economic_value_at_the_Elephant_and_Castle/9464105?file=17087834

Improvements were welcomed by the community campaign, but it foresaw outstanding issues regarding unsuitability of the proposed relocation spaces — insufficient number of spaces and funds to cater for the amount of displaced traders, and vague terminology in relation to Developer's obligations in the s106 — and demanded the plans be rejected and revised. Latin Elephant provided evidence in their objection to the planning proposal, highlighting — among other points — the importance of intense clustering of SMEs and their proximity to anchor businesses (such as banks, pharmacies, supermarkets), and the risk posed by relocation to hidden areas with low footfall.⁶ Southwark Planning Committee voted 4-3 in favour, and the plan was approved in July 2018.

July 2018 - September 2020

During this period, significant efforts were made to support the traders at Elephant & Castle as they faced the upcoming displacement. The implementation of a Trader Panel — originally proposed by Latin Elephant — aimed to provide a platform for their voices to be heard and facilitate the relocation process. A list of potential relocation sites was drawn up, and traders were required to prepare essential documentation, such as proof of business status and other relevant paperwork, in order to participate in the bidding process for these new locations. To assist with the transition, a business advisory company funded by the

⁷ Tree Shepherd is a private consultancy, at the time appointed by Southwark Council as an 'independent' business advisor for the traders.

Tree Shepherd was funded by developer Delancey to support traders in the relocation process, but many traders we spoke to during that period did not find the process useful.

developer, Tree Shepherd⁷ was appointed. As a result of campaigning efforts led by Latin Elephant and 'Up the Elephant', developer representatives acknowledged the lack of retail relocation spaces and designed and submitted for planning application the construction of a new temporary relocation site at Castle Square. As the lack of available retail floorspace was still significant, advocacy efforts resulted in the Council proposing the refurbishment of old garages at Perronet Estate to build a new retail mall called Elephant Arcade. In addition, Delancey owned six units on Ash Avenue (Elephant One development), increasing the number of relocation spaces to 36, still very short of the number of traders being displaced. Following further campaigning efforts in the years leading up to the closure of the shopping centre, the number of retail spaces for relocation was increased to around 50, with the additional construction of temporary relocation space (Castle Square). The remaining traders without relocation joined Latin Elephant in fresh attempts to set an outdoor market outside Metro Central Heights building, and fought for an increase in compensation and further rights regarding a right to return to the original site once the development was completed.

However, in March 2020, the COVID-19 pandemic struck, further delaying the relocation process, which finally took place on 24th September 2020 when the shopping centre closed its doors after 55 years of existence. During late 2020 and various months of 2021, the lockdowns and restrictions forced traders to shut down their businesses temporarily, causing significant disruption to their operations, especially the issue of 're-building' a customer base in three new retail sites which were until then unknown to the general public in the area.

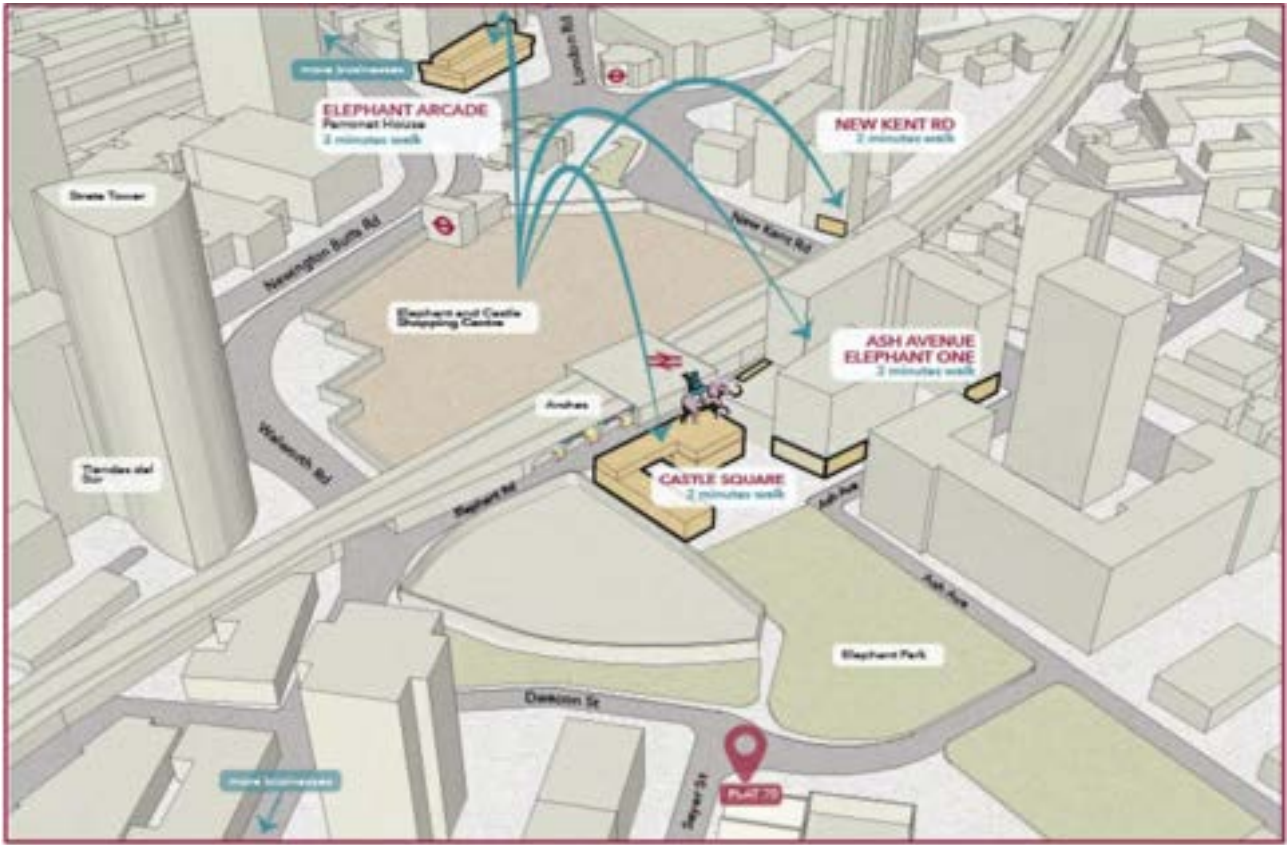
By the time traders were finally relocated, they still endured months of uncertainty and financial hardship due to the pandemic. This period, characterised by business closures and mounting

challenges, deeply impacted their transition and establishment in the new sites. Despite all the groundwork that had been laid, the pandemic introduced new obstacles, prolonging the already difficult process of relocation and further straining the traders' ability to adapt and survive in a drastically altered economic environment. Challenges during this period are captured in two of our reports [Supporting Migrant and Ethnic Economies Through Regeneration](#), and [Migrant and Ethnic Economies in Times of Crisis](#).

September 2024 | Four Years After Relocation

Four years after relocation, the future of relocated traders is still uncertain. The tenants of the Elephant & Castle Shopping Centre, particularly those with temporary units in Castle Square, were relocated with the promise of having first refusal to return to the new development once it was completed. The principles for the relocation of traders to the new town centre development are included in the S106 document, however, this agreement only requires the developer to submit a marketing strategy for leasing the space nine months prior to practical completion. This represents a problem for existing traders, particularly those who are in a temporary relocation site. Although the scheme is scheduled to finish by 2027, the amount of units, cost of units and application process for obtaining a unit is still unknown. Consequently, the everyday lives of traders continue to be affected by uncertainty, with no guarantees about what the future holds for their businesses and families. As an advocate for traders' rights, these are some of the challenges that lay ahead for Latin Elephant.

RELOCATION SITES



Elephant & Castle Map | Elephant and Castle Traders Relocation Map by Azul Castañeda Prado, 2021.

Notes | The Elephant & Castle Shopping Centre, is now a construction site for the new town centre, and Flat 70 is no longer in the area.

The map above shows the location of the three relocation sites for traders that were able to be relocated from the Elephant & Castle Shopping Centre. The sites are within walking distance and no more than seven minutes away from each other. This is important for business cluster continuity. However, wayfinding has been limited despite numerous proposals from traders and Latin Elephant.

INTERVIEW RESPONSES

This section presents a detailed analysis of the results of the survey conducted between August 2023 and May 2024, captures some of the most pressing issues faced by traders at a crucial time in the development process and summarises emerging themes. We hope this material proves useful in drawing attention to traders' plight; highlights key concerns in redevelopment practices in London from the perspective of migrant, racialised and minoritised traders; and serves as a learning resource for many anti-retail gentrification campaigns across London.

- 1** Business Profile
- 2** Displacement
- 3** Relocation
- 4** Fit out
- 5** Management and Landlord
- 6** Southwark Council
- 7** Relocation Site
- 8** Looking into the future

Business Profile

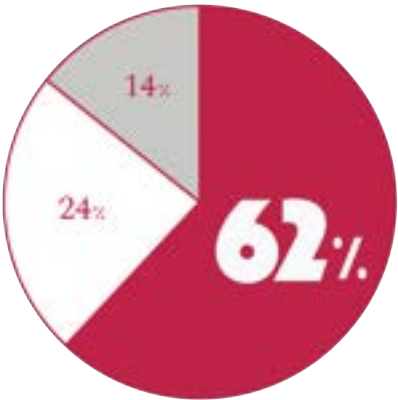
It is important to note that those with longer years of trading in the shopping centre were relocated to Castle Square (a temporary relocation site). Sometimes this was due to choice, but not in all cases as revealed during the period in which we were supporting traders (see Table 3).

The results from this survey demonstrate that 71% of respondents have been trading in the area for over 15 years, confirming what we found out in previous reports. During the planning application approval process, we established that there were not enough relocation sites to accommodate all traders in the shopping centre. The development of Castle Square was one of those temporary sites gained as part of the planning application approval. Relocation sites are a temporary solution to the problem, but not a long-term solution. For example, Chart 1 confirms that most of the interview traders (62% of respondents) were relocated to temporary sites, such as Castle Square. This, as we found out, exacerbates some of the current issues and problems faced by traders at this stage of the redevelopment.

1. Location

This chart shows the locations of the businesses owned by the interviewed traders.

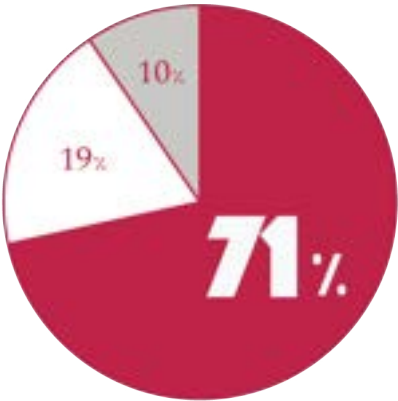
- Castle Square
- Elephant Arcade
- Ash Avenue



2. Years in Service

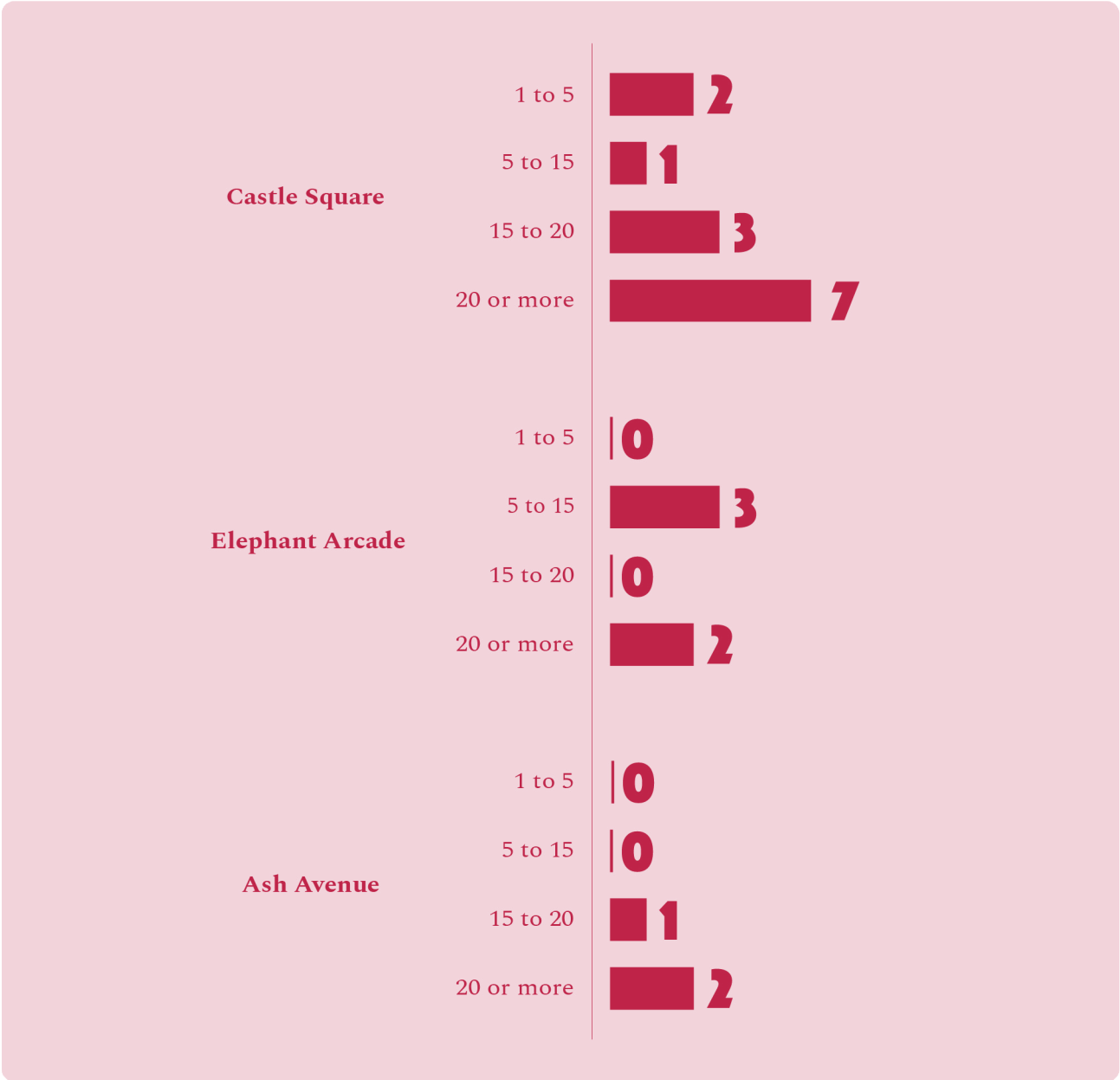
This chart depicts the number of years the participants' businesses have been in operation.

- 15 or more years
- 5 to 15
- 1 to 5



3. Years in operations by relocation area

This chart shows the number of traders by years of service in the shopping centre, per relocation area.



Displacement

The public knowledge regarding the closure of the Elephant & Castle Shopping Centre, as a result of the redevelopment plan included the loss of customers and footfall even before its closure. As a result, traders were experiencing economic challenges from an early stage in the redevelopment process. Therefore, for some traders relocation was perceived as a hopeful alternative for a fresh start. However, the economic strains that relocated traders experience in the relocation sites have meant that many have had to pursue a second stream of income to be able to survive and keep their businesses afloat, e.g., a night or early morning job. Subsequently, we share our data collection on this subject.

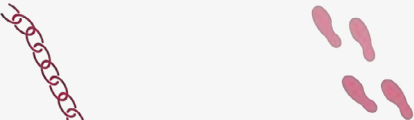
The results shown in [Chart 4](#) demonstrate that 86% of the interviewed traders' income has decreased since they were relocated. Furthermore, as seen in [Chart 5](#), 81% of them have had to pursue a second income stream. The economic pressures that traders are currently experiencing do not only affect them economically but it is also detrimental for their wellbeing and mental health. [Below](#) we share some comments from traders regarding the decrease of their incomes after relocation.

21 traders **SURVEYED**

the loss of **ANCHOR STORES** impacts sales



big brands used to **ATTRACT FOOTFALL** to their stores



their loss **HURTS** trader's sales



“NO ONE KNOWS WE’RE HERE”

due to **POOR ADVERTISEMENT**

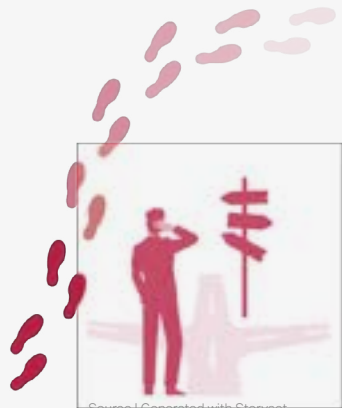
LOW VISIBILITY

LACK OF FOOTFALL



Source | Generated with Storyset

the shop's **DESIGN** is usually small **hidden INACCESSIBLE**



Source | Generated with Storyset

86% reported **INCOME DECREASE** since the **RELOCATION**

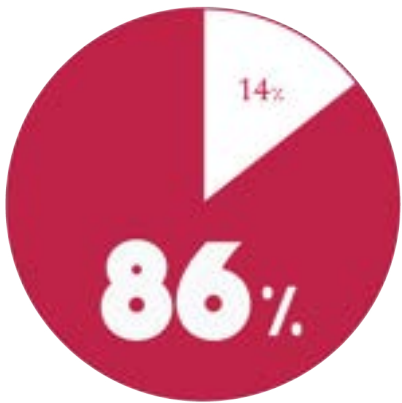
pursued **10%** **SECOND INCOME STREAM**

the impact of **DISPLACEMENT**

4. Has your income increased or decreased after relocation from the Elephant & Castle Shopping Centre?

This chart shows the percentage of traders that have experienced income changes.

- decrease
- increase



5. Have you pursued a second income stream as a result of the closure?

This chart represents the percentage of traders who have or have not needed to pursue a second income stream.

- yes
- no
- no response



6. By approximately what percentage has your income increased or decreased?

This chart displays the estimated percentage of income increase or decrease experienced by traders since they were relocated from the Elephant & Castle Shopping Centre.



No footfall, the things we've asked for them to improve (stairs), people still don't know how to get up the stairs. I'm sure that people come but don't know the shop is up here. If someone searches on google, I come up at the top, but they can't find me. And if someone needs to visit the shop, how can they even search?

Lack of footfall- no advertisement.

I lost a lot of customers who are local. People don't know I'm here. It's a new building, they don't know where it is. The first year we moved, we didn't have a post code. The first post code was wrong and then they changed the post code. One year we had a problem with the address. I lost customers because they don't know I'm here. It's a new place. It will take time for people to know. They put on events and it's always latino, so some of my customers don't feel like the events are for them. There are a lot of reasons, it's not just one or two.

The main reason is because everyone knew they were going to close the shopping centre down. Business was good before.

People don't know about the place, the COVID.

When we moved from there to the arcade, it's been so much. We sometimes come here and we don't sell anything. Some days I go home without selling £1. It's getting worse. We thought it was going to be much better, but it is getting worse.

We don't have the footfall that we used to have. The relocation — we haven't gotten signage, outside on the balcony there is a piece of cosmetic plaster. If they had made it transparent like they did across from us where they have Pizzeria Pappagone, we would be doing a lot better. A lot of people pass by and don't know there are shops here. This is from them — when I hang over [the balcony wall] they always mention they didn't know there are people here.

Relocation; this area is not that vibrant.

This place is a new place, people are not walking past before, which makes it slow. Not as busy as it was before.

Wrong design and poor signage.

Main reason is because the people have been moved. There is a diversion of business. The season isn't helping us. There are so many things not on our side. Looking towards 2026 when that place is ready and we can move there.

People don't know we are here in Castle Square. Local people who went to the shopping centre moved away, so I lost customers.

Comments from traders about why they think their income has decreased

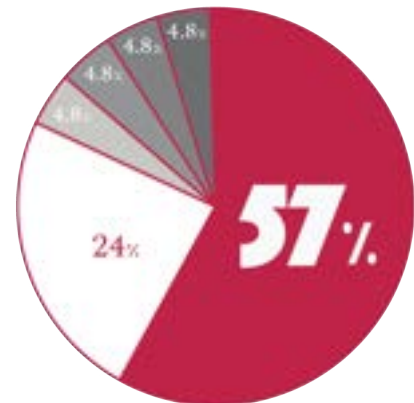
Relocation

When displacement is forced by redevelopment, the economic burden of relocation costs should not be a responsibility of displaced traders. Nonetheless, we learned that it was inevitable for traders to incur in expenses for relocation. Of those surveyed, 81% of traders spent £1,000 to £15,000 out of their own pocket towards the relocation (Chart 7) and 18% claimed to have existing debt from the money spent during this process (Chart 8). The lack of transparency, accessibility and knowledge sharing from developers has been a recurrent theme throughout the relocation process. This information has been reflected when 19% of interviewees expressed that they were not aware of funding available to them by the developer (Chart 9).

7. How much from your own pocket did you spend on the relocation process?

This chart illustrates the amount of money spent by relocated traders towards relocation costs.

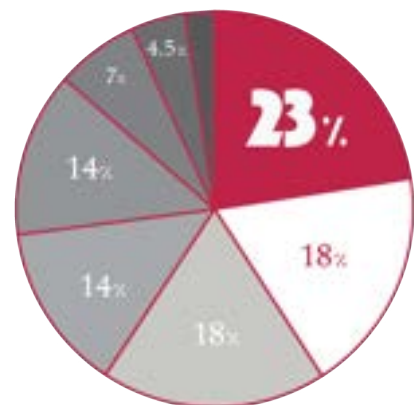
- £1,000 to £5,000
- £5,000 to £10,000
- £10,000 to £15,000
- More than £20,000
- None
- No response



8. If you have debt, what is it from?

This chart shows what are the most common sources of debt amongst interviewees.

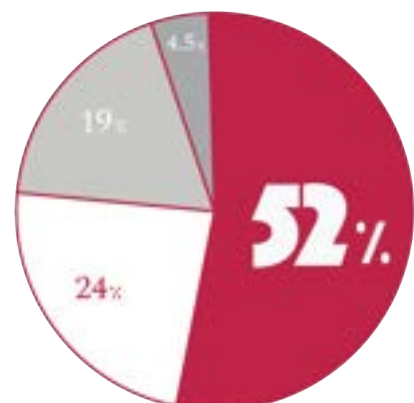
- credit card debt
- relocation costs
- rent arrears
- COVID loans including bounce back loans
- no debt
- private loans
- other: service charge arrears
- other: low revenue (not enough to pay employees)



9. Did you apply for additional funding from the developer?

This chart illustrates the efforts and knowledge of interviewed traders regarding funding opportunities from the developer towards relocation costs.

- no
- yes
- was not aware of this
- other: Castle Square Funds



Fit Out

Many traders were not allowed to use their own contractors for the fit out of their relocation units. Having the flexibility to choose a contractor for the fit out of their relocation units could have given traders the option of evaluating the best alternative for them and their economic situation.

As shown in [Chart 11](#), 29% of traders who desired to use their own contractor were not allowed to use it. Below we share comments from traders that were not allowed to use their own contractors, and the reasons they were given as to why.

last minute
handovers delayed
business openings



DELAYS

22%

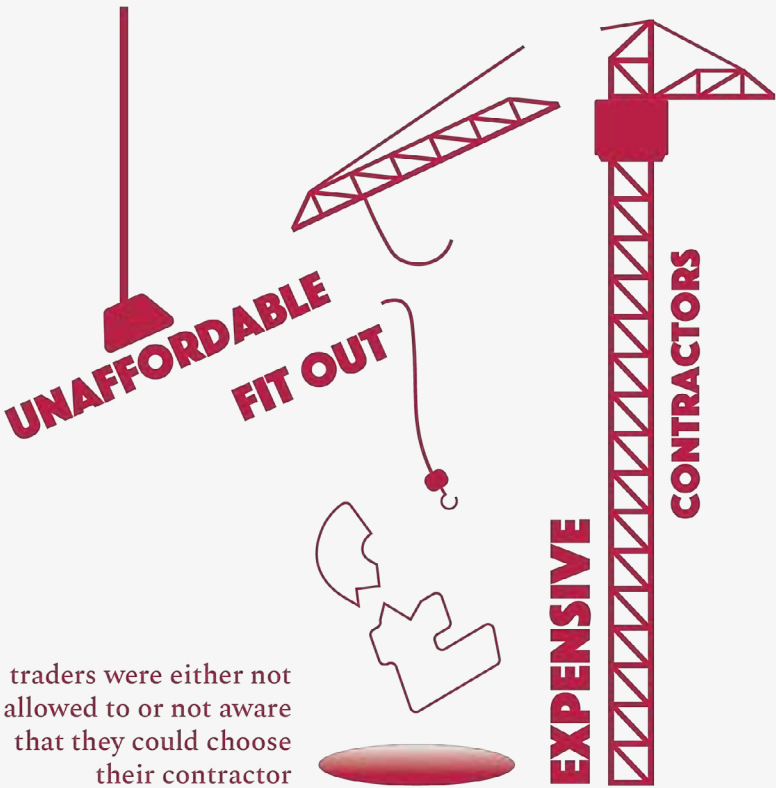
not aware they could
choose a contractor

28%

interested in hiring a
specific contractor

50%

not interested in hiring their
own contractor



traders were either not
allowed to or not aware
that they could choose
their contractor

NO ANSWERS



for strict policies and
restricted contractor
choice

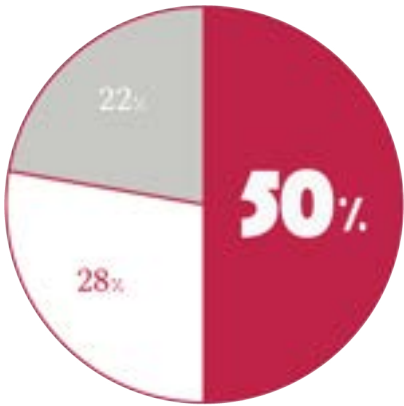
used as justification

challenges with
UNIT FIT OUT

10. Did you want want to use your own contractor for your shop fit out?

This chart provides data of the interviewees wishes and knowledge on requesting their own contractor for relocation purposes.

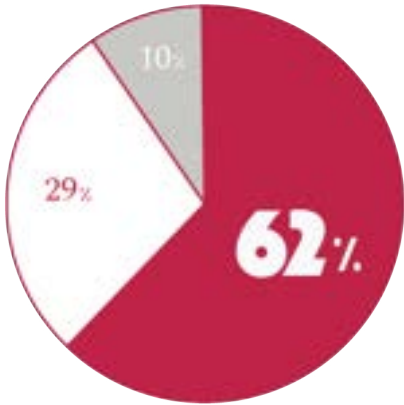
- ☒ no
- ☐ yes
- ☐ was not aware of this



11. If yes, were you allowed to?

This chart represents the percentage of interviewed traders that were allowed and not allowed to use their own contractor for relocation purposes.

- ☒ N/A
- ☐ no
- ☐ yes



In the contract for Castle Square, you could not use your own contractor.

We didn't have access to the place until the day when they called us and said we need to show us your unit. They had groups of 5 or 6 people coming through. But previous to that we didn't have access to it. They said health and safety.

The council said they would do it.

No reason.

I could have saved thousands if I had done it myself. When we did the design, my colleague thought it could be done for £7,000/7,300. but they said that if they let other tenants do that, it would be an issue because it was COVID times. So they decided to give it to one contractor.

Comments from traders that were not allowed to use their own contractor explaining the reasons given for this

Management and Landlord

Effective communication between landlords, management companies, and tenants is essential for resolving issues quickly, maintaining tenant satisfaction, and ensuring timely problem-solving. It also promotes transparency, trust, and legal compliance, helping to prevent conflicts and misunderstandings. In the case of an emergency, clear communication is critical for ensuring safety and minimising damage. Overall, good communication fosters a positive, efficient, and harmonious living or working environment for all parties involved. In contrast, traders often experience the opposite at their relocation sites, frequently encountering unresponsiveness, inadequate communication, and hostility from their landlord and management.

Management neglect can manifest through poor communication with tenants, particularly when management consistently delays responses to tenant queries or fails to address concerns in a timely manner. This situation can be exacerbated when tenants come from migrant or racialised communities, as management may lack cultural sensitivity or understanding, further straining communication. The absence of effective, respectful, and timely communication can leave tenants feeling disregarded, especially when they face additional language barriers or unfamiliarity with local systems, highlighting the management's inability to engage with the diverse needs of their tenant base. Of those surveyed, 52% claimed that management companies do not respond in a timely manner (Chart 12), and 57% expressed not feeling comfortable raising complaints (Chart 13). Below we share the interviewees comments regarding their discomfort making complaints.

VOICES UNHEARD



Source | Generated with Storyset

surveys filled on behalf of traders, meetings focus on management's agenda

WEEKS-LONG

RESPONSE TIME even for

URGENT

matters, like stolen goods



FEAR OF



traders believe that raising issues might lead to losing their spot in the new centre

RETTALIATION

COMPLAINT

traders have stopped raising issues as they are often ignored, no follow up makes complaints feel pointless



38%

uncomfortable raising issues to management

52%

report their complaints are not responded to in a timely manner

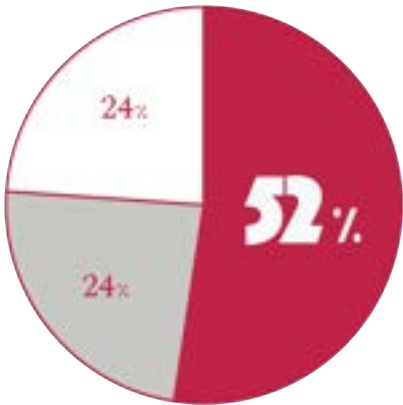
traders experience with

MANAGEMENT

12. Does the management of your relocation site respond to your queries in a timely manner?

This chart illustrates the responsiveness of relocation site management companies to traders' inquiries.

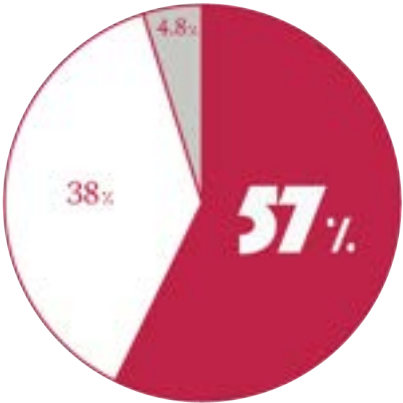
- ☒ no
- ☐ yes
- ☐ maybe



13. Do you feel comfortable making complaints to management about issues related to your relocation site?

This chart indicates the level of comfort traders experience when lodging complaints with the management of their relocation sites.

- ☒ yes
- ☐ no
- ☐ maybe



They have isolated me. I had to ask one of them, "What have I done to you?" - because I don't understand.

I don't really have problems with them.

It is pointless.
Waste of time.

When I complain, they complain about me. You have to be quiet. If you complain, they make problems for you — rent, service charge. We aren't comfortable complaining. We usually complain to security or Savills. Last time the man came in from Get Living to do a survey. Some traders couldn't do it, and so they just said to put excellent. They filled it out about themselves on behalf of the traders.

I complained, they said don't worry. I was waiting for 10 days. Never came back to me.

We don't complain anymore now, because we know nothing will happen. We used to do it a lot, but then we stopped. Even in the last meeting, it lasted 10-15 minutes. no one said anything. They just kept telling us about the new upcoming events. We didn't say anything because we know nothing will happen. We only ask them questions during meeting times, and they will answer them then. They still haven't gotten back to me about the storage units and the stolen products. Savills hasn't even read my last message.

Only since the article in the paper, they've started sending out emails. When you make complaints I think it goes against you. A lot of people don't want to complain because they think if I complain and these people start hating me, I won't get a spot in the centre. It was the same thing coming here.

Because they don't care, they don't give us any attention. I tried to contact these people, especially Savills but no response.

Traders comment on why they don't feel comfortable making complaints to management

Southwark Council

Local authorities have a vital role as guardians of best practices, particularly in supporting local businesses and fostering their retention. To effectively serve their constituents, local authorities should prioritise transparency in their operations and decision-making processes, ensuring that actions are in the best interest of the community rather than benefiting private developers. Best practices can include actively engaging with local businesses to understand their needs, monitoring, providing resources and guidance for business development, and creating policies that promote affordable commercial space.

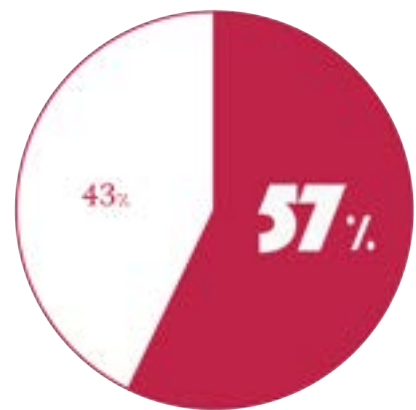
Additionally, local authorities should facilitate continuous access to funding and grants for small businesses, as well as offer training and mentorship programs to help entrepreneurs thrive in the new environment instigated by regeneration. By fostering a collaborative environment and prioritising the long-term success of small businesses, local authorities can strengthen the existing local economy, and prevent further displacement. In this section, we examine whether the interviewees reached out to or were contacted by the local authority regarding their concerns, and we also assess how responsive the council was to these issues.

Latin Elephant is continuously putting the effort to connect with the local authorities to keep them informed and updated regarding significant events and in general about different issues experienced by relocated traders. Moreover, traders themselves are also in contact with councillors and when needed, Latin Elephant, supports them to organise meetings with local councillors. In [Chart 14](#) we capture the percentage of interviewees that have approached a Southwark Council representative, and [below](#) we also share comments from interviewees regarding these encounters.

14. Since you relocated, have you shared any concerns related to your relocation with a Southwark representative?

This chart demonstrates the extent to which interviewees engaged with a Southwark representative, such as a councillor or officer, regarding their relocation concerns.

- ☒ yes
- ☐ no



In the first part, we spoke with someone (Councillor X, I think). We showed them the unit that we want to get removed. Each time we talk to them about it, they say it is a safety thing. They didn't put in the right equipment for cooking, so we don't really need it. We don't use it. It's just an ornament. We know what we need, and when you get something different it is not the same effect, you don't want to use it.

We have approached councillors regarding the situations in Castle Square. However, we have not received a response.

I spoke with (Councillor X) who came here, nothing. Councillor X, Councillor Y, nothing. They aren't helping us.

They do nothing about it. Councillor X, Councillor Y and Councillor Z said not to worry, that the council would support me. But since then I've not heard anything from them, so maybe that is just to get themselves promoted- to let the council know that they are working. So maybe if they ask them if they're coming to this place, they can say that yes I've spoken to this person.

Zoom phone call with councillors and Latin Elephant.

We asked Councillor Y if it was going to be permanent or not. They said they're not sure. They are really helpful. I think this was last year, in September when they did the festival. They said it's not finalised but they are working on behalf of us.

"Have they come to see what you want?"

No, not yet.

One time a councillor came and we explained the problems but they didn't do anything although they said they would.

Meeting with councillors.

Related comments from traders on contacting a London Borough of Southwark representative

Relocation Site

After the relocation from the Elephant & Castle Shopping Centre, traders experience many challenges in their relocation sites. Management neglect is one of these challenges. There is usually unresponsiveness from the management companies with traders (tenants), resulting in relocation sites that continue to deteriorate as it receives minimum to no maintenance. Some traders also experience problems in their units, including flooding, electricity issues, faulty kitchen equipment, and problems with doors and windows. However, many of these issues are not taken into account by the management company as it falls under the tenant responsibilities by their leases, even though many of these issues existed when the units were first occupied. In this section we share the results related to this topic.

76%

reported **ISSUES WITH UNITS**
and considered units to be in
POOR CONDITION

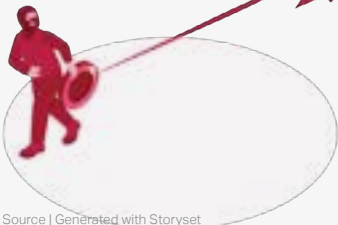
57%

FEEL UNSAFE in their units

lack of security has led to

THEFT
and **VANDALISM**

with no prevention strategy



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**MAJOR
INFRASTRUCTURE**



have caused business
interruptions, these
include

ISSUES

**L
E
A
K
S**

**D
A
M
P**

often leading to

STOCK DAMAGE



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EXTREME HEAT

no temperature
regulation and lack
of ventilation make
heat unbearable in
summer



affected by hot air
blowing from vents

POOR

**ENVIRONMENTAL
CONDITIONS**



pest infestations inhibit
efficient business
operation



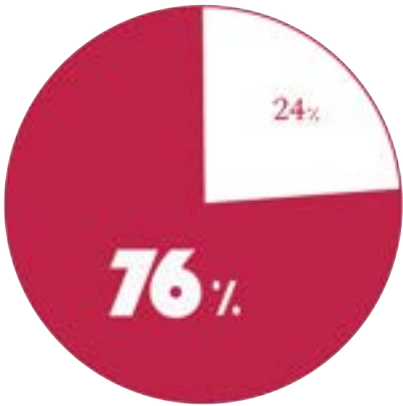
issues with

RELOCATION UNITS

15. Have you had any issues with your unit?

This chart displays interviewees who encountered problems with their relocation units.

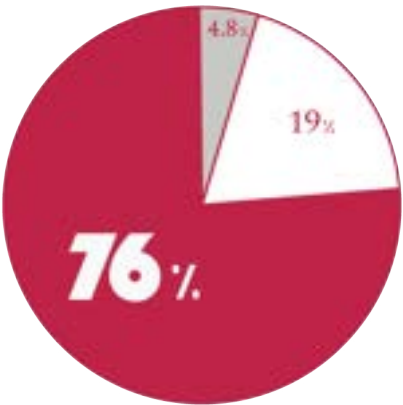
- yes
- no



16. Do you consider the premises to be in good condition?

This chart illustrates how interviewed traders perceive the conditions of their relocation premises.

- no
- yes
- maybe



I think 4-5 months there was a leak in a unit. A pipe broke. So there was water damage. Most of the items in the middle side were damaged. I sent the picture to Savills. They said that I could talk to him and claim insurance. They don't have insurance. I don't have insurance.

[Separately]

Theft from storage units on 01/01/24. A trader was unloading products and his car was there for 40 minutes (it's half hour free). Management sent him a letter for a fine of £100. So, I don't understand. If they have cameras and can see that, why couldn't they figure out what happened with our storage?

Pipe is leaking, and I had to close my shop for a week. Wind from the vent is very hot. I keep complaining but they can't do anything about it.

Paint dust is falling on my products, especially when it is hot.

Infrastructure problems, ceiling leaks and dampness.

Recently, I had a flood.

[...] Mice infestation, communication issues with the management — lack of continuity (high staff turnover), difficult to tell from the beginning. No one to contact for emergencies.

The electricity is a problem, the lighting is a problem. The lock is bad. They claimed it was out of 6-month warranty and they could do nothing about it.

Problems with electricity, kitchen, expenses for a new kitchen, door and sockets. Lack of electricity.

Mainly the door, and when it rains the water comes in.

We were not allowed to put an item for publicity outside. We were asked by the landlord to send a planning application (to Get Living and Council) both said no.

People can't easily get into each shop because the ramps block all the shop entrances.

Summertime is impossible to trade as hot weather hits the unit, making it impossible to trade.

Heavy rain, water gushing in. Dealt with well.

Comments on the issues with relocation units

Relocation Site | Antisocial behaviour and perceptions of safety

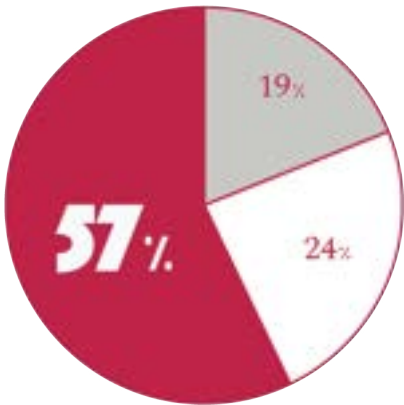
Relocation sites have frequently been associated with attracting antisocial behaviour, and Castle Square, in particular, faces this issue regularly. The antisocial behaviour has been described by traders as gatherings of people resulting in fighting, drug use, and drinking, which often block stair access and shop entrances. As a result, traders often feel unsafe, and customers may avoid the area, which directly impacts the businesses that have relocated there. Despite traders providing evidence of antisocial behaviour, the management team has done little to address the ongoing problem.

Latin Elephant makes no judgement on whether there is or is not anti-social behaviour or allegedly criminalised activity, especially because there are conflicting accounts. However, we want to accurately report the perceptions and feelings of traders who are in the relocation spaces.

17. Do you feel safe at your relocation site?

This chart depicts traders' feelings of safety at their relocation site.

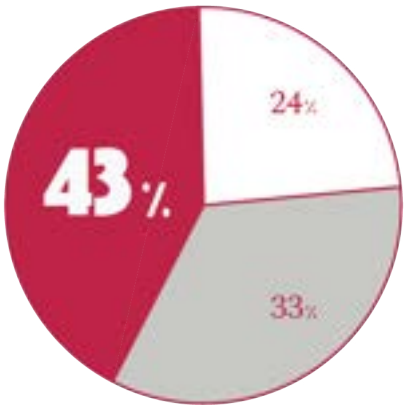
- no
- yes
- sometimes/maybe



18. Do you think customers feel safe shopping here?

This chart shows traders' perceptions of how safe customers feel when shopping at their relocation sites.

- no
- yes
- sometimes/maybe



Infrastructure issues and security.

People are drinking and smoking in front of the shop.

Initially we complained about fire exits, there is only one exit. The other building has two exits. It would be fine to have an exit.

Gang area. I told Savills, they said: this is London. I've seen them grab mobiles from people's hands and run away.

Youngest group makes you feel intimidated.

Before, with students coming around, I was told no money for security, so I prepared myself for the worst.

The young guys outside. That is our biggest problem. We don't know when they will trigger off. There is always fighting. There is always a stabbing. I leave later than usual. I try to stay very nice with them. I say hello to them. [...] To get respect from them.

Too much going on. All the young people are gathering, maybe they are selling drugs. The police come and then nothing happens. They are doing nothing about it, the security are doing nothing about it.

Camera doesn't work, no security staff, I don't feel safe sometimes when drunk people come in, homeless people come in. After 8pm no-one is here. Is the camera working? We don't know.

People are stealing my things, I've lost about 20 items.

I am safe, but we are not safe in that there is no security. If I want to come to the shop really early, if there is no one inside, it's not safe, in case of any incident. It's not like the shopping mall where there was security around in case of any issue. If you called them, they came straight away.

Theft and drunk people, antisocial behaviour.

I had to put an extra security camera. At night time, every two or three times, I check the camera. I'm not sure the night guard is quite vigilant enough. No one feels safe at night. We close our doors. We all have cameras and keep checking.

The only problem I have is there is a group of thugs around the place. Not the young ones. They are just school kids having fun. Sometimes there are adults. I feel fear sometimes about getting caught recording them. They sell drugs in the bathroom, even blatantly sitting on the chairs there. Antisocial behaviour, blocks the staircase. The other day a trader was telling them to get out of the way, and they said 'walk the other way'. They are deterring us who pay rent.

The storage, you have to break three doors to get there. To get into my shop, you only need to break one lock.

The youngsters fight, and drug dealing.

Sometimes there is anti-social behaviour. [...]

What is your biggest concern regarding safety or security issues?

Same reason,
not at all.

They are scared when they see
these things.

What worries me now is that I've seen them
fighting against each other for territory. Like
this one is charging this one to sell drugs in
this spot.

Some customers complain about those
sitting outside there. And some girl
who is a resident in the building told
me that she came near my shop and
somebody tried to snatch her phone.

That's what we have been complaining
about from the very beginning.
After 4 o'clock, you see all the young
boys there. They take drugs, sell
drugs, they block the staircases and
pavements. We keep complaining to
the management. Every time they say
they'll take action. They'll complain
to the police. The police might come
once or twice, but if they don't come
for a week, it'll all come back again.
When this area is dark, it becomes
quiet here. You can ask the police and
others, there's been so many phone
snatches here. So, customers and
businesses don't feel safe.

I think they see anti-social behaviour.

Groups of people that make you
feel insecure- keeping big dogs
with them.

I can't really say. If I, myself
saw a place like it, where
stuff like that happened, I'd
walk right by.

If we are not safe,
customers cannot be safe.
Because if there is an
incident, if someone steals
their bag, we have to call
the police from outside. If
there is a fight, there's no
one there to intervene.

Antisocial behaviour
and drunk people.

**Comments on customer perception
of safety**

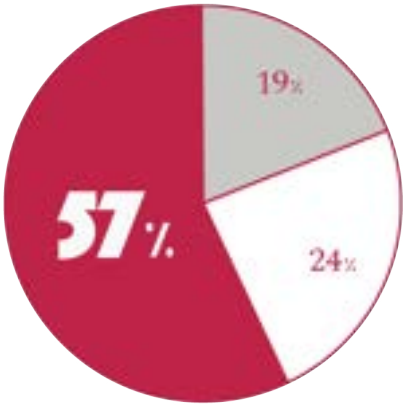
Relocation Site | Maintenance

Frequent lift breakdowns and a lack of sufficient accessible features make Castle Square the least accessible relocation site. This creates difficulties for traders and customers with accessibility needs when trying to reach their units. Additionally, transporting merchandise into the units becomes a significant challenge when accessible entry points are unavailable. **Below** are additional comments addressing this issue, along with other maintenance-related concerns.

19. Does management give proper maintenance to both access points and the site as a whole?

This chart illustrates the maintenance provided for accessibility features such as stairs, lifts, and ramps, as well as for the overall relocation sites.

- ☒ no
- ☐ yes
- ☐ sometimes/maybe



Lift is always broken.

They don't come around to check what is happening

I don't know if the quality of the lift is bad, it is broken every week.

Toilets are always in bad shape, they really need some uplifting.

Cleaners do their job, the toilet is always clean. Better because they have a man working there now.

I don't know. Either they are not getting the right maintenance, or they aren't getting the right parts. But they can't be breaking so fast. As soon as they fix it, it's broken.

I wish to show a picture of the stage of the zone. Not even flowers rise around, Castle Square deteriorates day by day.

Toilet cleaners are coming for 3 days, sometimes they are not coming. This week I haven't seen her.

The lift doesn't work. We have had to bring customers in wheelchairs up the stairs. Lost disabled customers.

The steps and walkways are always dirty and untidy. The lift, and toilets are always untidy. Sometimes the toilets are clean, sometimes they aren't.

They try their best. The bathroom was blocked, we called them and they fix it. But it's not just for us. We had a key before, but now there is no key. Anyone coming from outside can use it.

Toilets are dirty, sometimes there is no toilet roll. The kitchen is sometimes locked and we can't use it.

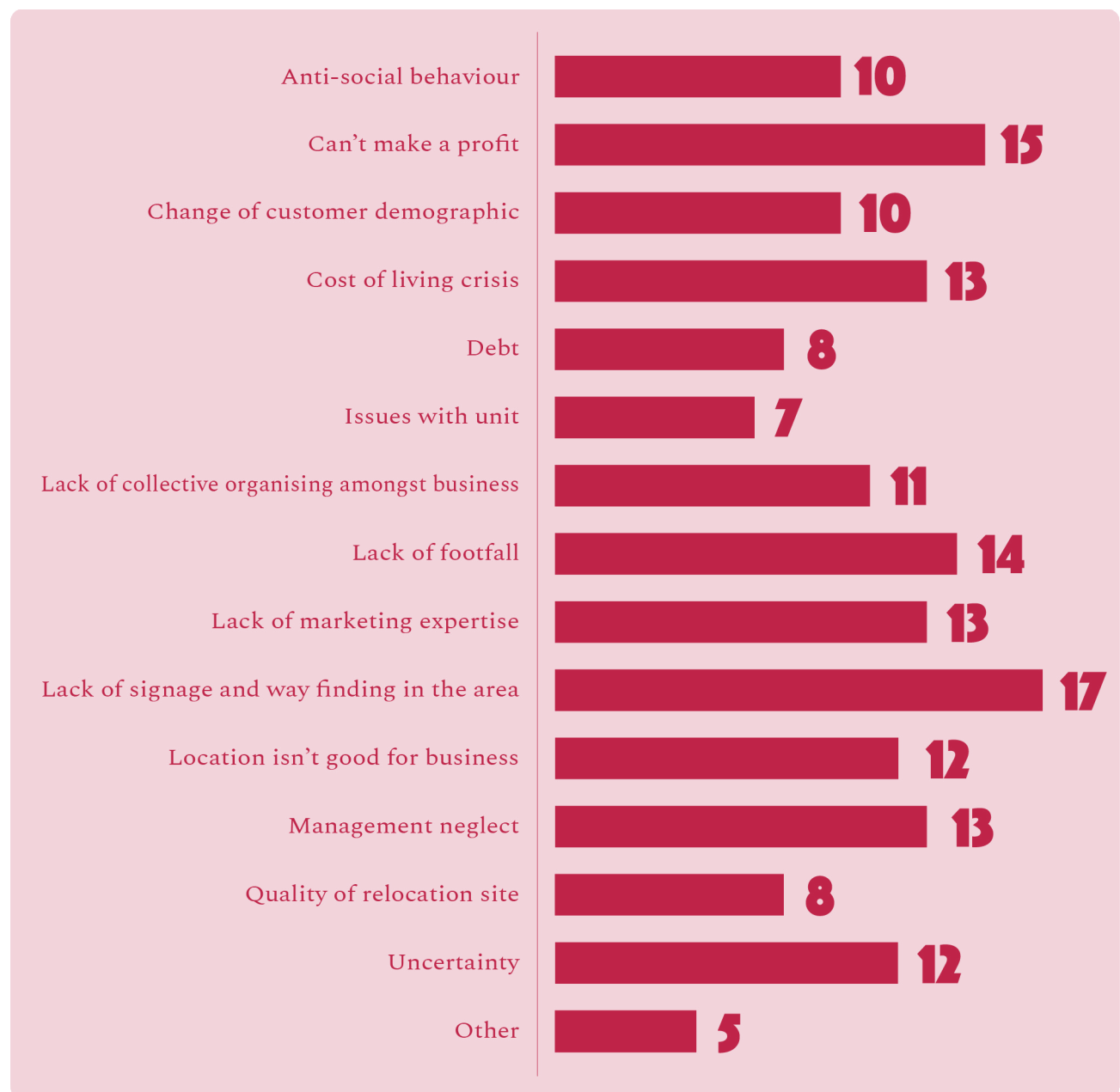
Comments on maintenance of relocation sites

Relocation Site | Challenges

Despite the numerous challenges faced by relocated traders, interviewees have highlighted lack of footfall, inadequate signage and wayfinding, management neglect, uncertainty, and other concerns as the primary obstacles. **Below**, we share comments regarding these additional challenges.

20. What challenges are being faced by your business?

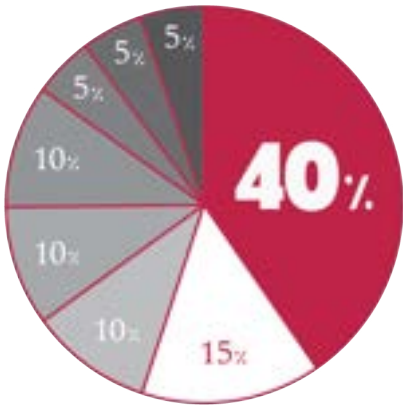
This chart highlights the most common challenges encountered by businesses relocated from the Elephant and Castle Shopping Centre.



21. If you were to choose one, which is the biggest issue faced by your business?

This chart identifies the primary issue faced by relocated businesses.

- lack of footfall
- other
- lack of signage and way-finding in the area
- management neglect
- uncertainty
- cost of living crisis
- issues with unit
- lack of collective organising amongst businesses



Location is fine, but the design is bad.

No name associated with 'shopping' ('Castle Square' has no relation to shopping, it is a bad name for the place); surrounded by construction so no one can get here.

Everything is going okay.

We don't know their plans.

No carpark; management never sits with us one-to-one to figure out what is wrong.

We never see the manager — we haven't had a meeting since last year, and they were saying in one of the clauses that we can't communicate with each other. So, who do we communicate with?

No carpark.

Lack of easy access to shops from the road.

Customers are going somewhere else, they are looking for cheaper and cheaper. Many shops are empty. Businesses can't go on, there is more reduction of customers.

All mentioned previously, more than enough.

Comments on other issues

Looking into the future

The challenges faced by traders at their relocation site have unfortunately forced some to make the difficult decision to close their businesses. Additionally, temporary sites like Castle Square, combined with uncertainty about the site's future plans, directly impact traders' decision-making regarding their long-term prospects. The lingering promise that relocated traders might eventually return to the new town centre remains, but the limited availability of affordable retail space continues to be a significant barrier, leaving many traders excluded. Moreover, the application process for these affordable units may require resources that many traders lack, adding further obstacles. **Below**, we share some of our interviewees' reflections on the future of their businesses.

In addition to the long-term plans traders are considering for their businesses, we've discovered that their immediate day-to-day lives are also impacted by the challenges they face. Not only did 76% of traders express concerns about the future of their businesses (**chart 22**), but 67% also shared worries about not making enough money to sustain their operations in the 12 months following the interview (**chart 23**).

UNCERTAINTY

traders are unsure about what the future holds



67%

are worried about not making enough profit to continue running their business

76%

of traders are worried about the future of their business

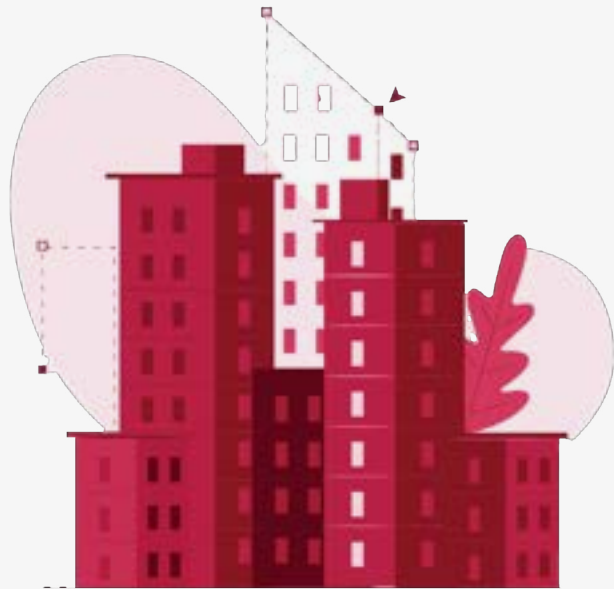


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many are hopeful they will be given a unit in the

NEW TOWN CENTRE

HOPE



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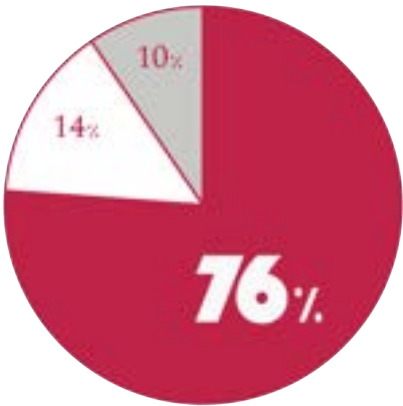
worries about

THE FUTURE

22. Are you worried about the future of your business?

This chart illustrates the level of concern relocated traders have about the future of their businesses.

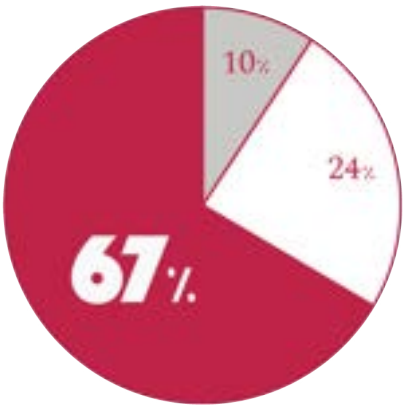
- yes
- maybe
- no



23. Are you worried about not making enough profit to continue running your business over the next 12 months?

This chart illustrates traders' economic concerns about their ability to sustain their businesses in the future.

- yes
- sometimes/maybe
- no



I don't know what exactly.
The business is struggling.

Find a concept that works for
the audience around.

I don't even know, hoping for the best.
Pushing, now China is open, let's see
what will happen next.

I don't know. (x2 traders)

Grow my business.

To get something better,
maybe in the new town centre.
Here there is no business for
us. Already three shops have
closed here.

I am looking to open
another shop as well.
I want to grow my
business. I want to be in
Elephant & Castle. I've
worked here for over 20
years.

Life continues
until I get tired.

Go back to the shopping centre
(new town centre).

We will see. If it's not good, I'm going to
have to do something else in a few months.

Look to relocate, and know
about topics of relocation.

At the moment I don't know.
It depends on if I know if they
are keeping us. We don't know
their plans. We don't know if we
will be going to the shopping
centre or not going to the (new)
shopping centre.

I'm trying to make it improve,
but if there is no footfall [...] the
management and landlord have
to help us to do that. We can't do
everything on our own. It's them
who can take the ownership [...] to
have the stairs at the front would
be helpful. It all comes back to
the design at the end.

If we get to relocate, we'll
continue doing business. If they
don't relocate, I don't know.

I would like to move
into the shopping
centre and keep this
location.

I'm waiting to see what is
going on with the centre.
Because the plan was
this is temporary for us
to relocate back into the
centre. So, I am waiting to
see what happens.

Have more things,
make changes to
generate more
income.

I want to move to the new building. Because I
heard there will be like 50 shops, so there will
be a lot of people.

Continue with the business.

**What are your future plans for your
business?**

Looking into the future | Continued support

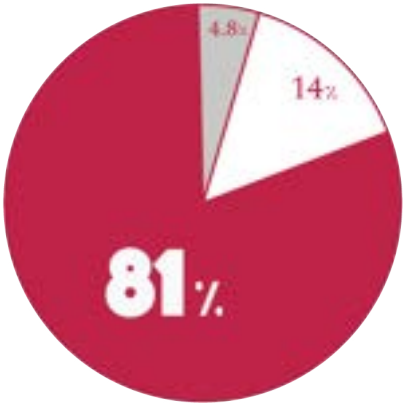
Latin Elephant has been a steadfast ally and advocate for traders since 'Day One', providing vital support during their relocation and business challenges. The presence of a local charity like Latin Elephant offers significant benefits for traders, as it ensures they have a trusted voice to represent their interests and advocate for fair treatment. However, despite these efforts, the charity often faces obstacles that limit its ability to take a more active role in advocacy. Both the developer and the council have denied Latin Elephant access to key decision-making spaces, preventing the charity from fully supporting traders in those critical forums.

Recognising the importance of a dedicated space for traders to voice their concerns and receive guidance, we asked interviewees whether they would participate in a forum facilitated by Latin Elephant. An overwhelming 81% of the traders expressed interest ([Chart 24](#)), demonstrating the trust and value they place in the charity's efforts. This highlights the crucial role local charities play in empowering communities, yet also underscores the need for greater collaboration and access to ensure traders have the support they deserve. We wanted to offer our interviewees the opportunity to share additional comments, feedback, or any information they wished to convey. [Below](#) are some of the responses we received.

24. Would you be interested in participating in an Elephant and Castle Traders Association facilitated by Latin Elephant?

This chart shows the interest in organising trader groups supported by Latin Elephant.

- ☒ yes
- ☐ maybe
- ☐ no



When we relocated, we thought we would have good business. Not excellent, but good enough like the shopping centre. Since you've been here, I've had one customer. I sold tissues. If not for the market, I would have been closed long ago. Another trader has another shop. A trader is looking for something else. Upstairs a friend told me I want to go somewhere else or change my business. It's not shopping, people go to shop in East street market. I got an email today from Southwark Council, I am thinking about a small retail space they say is available in market Peckham. This is good.

If I was really worried, I wouldn't come into work. I would stay home.

To thank all of you for supporting us in Castle Square.

Expenses and the economy are difficult and I don't know what I will do if it continues this way. But it is not only me, it is everyone.

If I knew the building would be like this, I wouldn't be here. I would have told them to give me money and quit instead, or give me a good spot rather than upstairs in the dead end.

Latin Elephant is very helpful. They take our opinions and try to see how they can fight the management.

Latin Elephant is always with us for any help we need.

Good community, Latin Elephant is coming all the time and asks about problems as well as management.

We just want to know the future and the building needs to look better than it is. People aren't eating here because it's not nice outside right now.

I want to get back to the Elephant & Castle Shopping Centre (new town centre)

I'm worried about how much the rent is going to be at the shopping centre. I'm worried about what will happen to this shop afterwards. The lease is only 5 years. No one has informed me about anything about what happens after five years.

Additional comments

WHAT WE HAVE LEARNED

Decline of footfall after relocation

We have learned that there are many challenges after the relocation from the Elephant & Castle Shopping Centre with 40% of traders identifying the lack of footfall as a major issue for their businesses alongside the lack of signage, management neglect and uncertainty. Consequently, it is fair to conclude that within the context of regeneration, relocation itself is not sufficient to support local traders from migrant, racialised and other minoritised backgrounds thrive in an area that is changing at an extremely fast pace. In Elephant & Castle, the change in demographic has also been identified as one of the main challenges by relocated traders. The demolition of the Heygate Estate and its replacement by luxury flats over a period of nearly a decade has been a catalyst for the change in demographic by attracting more affluent residents to the area and directly displacing working class customers. As a result, small businesses from migrant and ethnic backgrounds that were relocated from the Elephant & Castle Shopping Centre, struggle to make any profits as the new residents seldom visit these shops due to uncertainty about what is on offer, or have no interest in the products or services provided by the traders.

This situation is accentuated by the lack of signage which has been identified by traders as a measure that would help redirect old customers to the

new relocation spaces. Furthermore, the lack of footfall surrounding the relocation areas has been detrimental for the success of the relocated businesses making it difficult to attract new customers.

Financial burden, debt & mental health of relocated traders

Of those interviewed, 52% of traders reported being in business for 20 years or more. However, 86% of them have reported a decrease in their income since their relocation from the Elephant & Castle Shopping Centre. Consequently, income decreases have led to debt with 23% of traders identifying credit card debt as their main source of debt alongside debt from relocation costs, rent arrears and COVID loans. Therefore, the financial burden that this represents for traders has meant that 81% of interviewed traders have had to pursue a second stream of income to be able to survive and keep their business afloat. This does not only represent a threat to their businesses but also to their mental health and wellbeing, with 76% of interviewed traders identifying feelings of concern and worry about the future of their businesses; and 67% of traders feeling worried about not being able to make enough profits to continue running their businesses over a period of 12 months from the interview date.

An uncertain future

For temporary relocated businesses, it is not only the uncertainty surrounding the economic future of their business that affects their ability to plan ahead but also the ambiguity surrounding the future of the temporary relocation sites. According to the S106 of the planning agreement, developers are only obliged to share information about the new town centre nine months prior to its completion. Consequently, traders are left in a more vulnerable position with very little, to no time to plan or know what the future holds.

Management neglect

Of those interviewed, 76% identified that the premises of their relocation sites are not kept in good condition. With 57% identifying that management does not give proper maintenance to access points or the site as whole. Moreover, 76% said they have had issues with their units since they first moved in. Broken lifts, dirty toilets, dripping in units and flooding are only a few of the issues that traders have to endure in their relocation sites. This has raised concerns about management neglect, which directly affects the businesses and the perception of the public about relocation spaces when contemplating to visit, or shop.

Southwark Council

We have learned that the planning obligations under S016 are extremely important. The wording, tone and information on the agreement needs to be precise and specific, as ambiguity in the text or wording make it almost impossible to scrutinise its implementation. However, with 57% of our interviews stating they have approached a Southwark representative regarding their concerns after relocation with little to no response, it is fair to say that it is imperative that the council takes an active role in scrutinising this agreement for the benefit of the relocated traders and to ensure that the developers' obligations are being fulfilled to their full potential. However, we have found that the council is not proactive on this task, nor is the infrastructure in place to look after the interests of local businesses that have been displaced by regeneration and the demolition of the Elephant & Castle Shopping Centre.

(Divide and Conquer) | Closed businesses and community organising

From the time we started this research three businesses have been forced to close down in Castle Square, a temporary relocation site. This makes up a total of four empty units at Castle Square. In Elephant Arcade, also a relocation site, five traders have left since they were relocated. The combination of the issues and challenges discussed above have been the reason why these businesses have not been able to survive. It is also worth mentioning that the fact that traders have been declustered to four different locations in the area, has influenced this process by lowering the possibilities for community organising. Therefore, it has disrupted the sense of community cohesion that was fostered amongst traders in the Elephant & Castle Shopping Centre. Other issues, like lease clauses that prevent traders from joining independent tenants' associations also make it difficult for them to organise even when they have the desire and willingness to do so. Collective organising is important because the challenges identified in this report affect multiple relocated traders, are not site specific and are a direct result of a regeneration process that has from the beginning excluded the existing local traders at the Elephant & Castle Shopping Centre.

Final reflections

This report highlights the main challenges faced by traders displaced from the Elephant & Castle Shopping Centre and draws attention to the current state of play for traders at a mid-point juncture in the redevelopment phase. Disseminating this information is important so that measures are taken by local borough officials, developers and managing companies to rectify some of the challenges highlighted in the report, and to draw out lessons for future policy development and drafting of S106 agreements.

Navigating the complexities and unknowns involved in the relocation of black, racialised and minoritised traders in mega developments like the ones at Elephant & Castle is challenging, so we hope that the report is a useful resource for anti-retail gentrification campaigns across London. Anti-gentrification campaigns are often community-led and supported by like-minded individuals driven by social injustices who donate their time to produce robust evidence in processes of redevelopment. We hope the report adds to this body of community-generated knowledge in search for just processes and truly inclusive places.

ENDNOTES

All participants in the survey conducted by Latin Elephant will remain anonymous, as such references to their shops and names have been removed.

ACKNOWLEDGEMENTS

We would like to thank our dedicated group of volunteers, who supported us when carrying out the interviews. Additionally, we would like to thank Impact on Urban Health (Guy's and St Thomas' Foundation) for their financial support in the creation of this report. Their contribution has been essential and it is greatly appreciated.



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APPENDIX

Survey as received by the traders.

Business Assessment Form 2023-24 Business Information Business Name (Optional) _____ Business Type ☐ Retail ☐ Service ☐ Food and Drink ☐ Community Services Where is your store located? ☐ Castle Square ☐ Elephant Arcade ☐ Walworth Road ☐ Maldonado Walk ☐ Elephant Road ☐ Ash Avenue ☐ Tiendas del Sur ☐ East Street Market	Years in service ☐ 1 to 5 years ☐ 5 to 10 years ☐ 10 to 15 years ☐ 15 to 20 years ☐ More than 20 years How many employees other than yourself/business partner? ☐ None (0) ☐ 1 to 3 ☐ 4 to 6 ☐ 7 to 9 ☐ 10 or more Who are your main customers? _____ Is your business your main source of income? ☐ Yes ☐ No ☐ Not Applicable Do you have a second source of income? ☐ Yes ☐ No
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☐ Newington Butts Displacement Have you seen your income increase or decrease after relocation from the Elephant & Castle Shopping Centre? ☐ Increase ☐ Decrease ☐ About the same By approximately what percentage has your income increased or decreased? _____ What are the main reasons for this? _____ Have you pursued a second income stream as a result of the closure? ☐ Yes ☐ No ☐ Maybe/ I don't know Add comment (e.g. elaborate on second income stream) _____	If yes, what is it? _____ Relocation How much money did you receive as part of the relocation process? (e.g. cash in hand towards fit out costs) _____ How much of your own pocket did you spend on the relocation process? ☐ £0 ☐ Less than £1,000 ☐ £1,000 to £5,000 ☐ £5,000 to £10,000 ☐ £10,000 to £15,000 ☐ £15,000 to £20,000 ☐ £20,000 to £25,000 ☐ £25,000 or more ☐ Other Can you specify the amount? _____
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Were you able to claim back any relocation costs by providing receipts? ☐ Yes ☐ No ☐ Wasn't aware of this If you have debt, what is it from? ☐ Relocation costs ☐ Covid loans including Bounce Back Loans ☐ Private Loans ☐ Credit card debt ☐ Rent arrears ☐ Other Did you apply for additional funding from the developer to cover costs associated with relocation? ☐ Yes ☐ No ☐ Wasn't aware of this If yes, were you successful in your application? ☐ Yes ☐ No	Fit Out Did you want to use your own contractor for your shop fit out? ☐ Yes ☐ No ☐ Wasn't aware of this option If yes, were you allowed to? ☐ Yes ☐ No If no, what reason were you given as to why not? _____ If you received a quote from your own contractor, was there a difference in the price between theirs and that offered by the developer's? ☐ Yes ☐ No If there was a difference in price, was the developer's option more affordable or expensive? _____
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THREE SHEPHERD How do you rate the advice and information about the relocation process shared with you by Three Shepherd? Terrible ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 Very Good Add comment _____ COST OF LIVING Has the rise in cost of living affected your business? ☐ Yes ☐ No ☐ Maybe ☐ I don't know If yes/maybe/I don't know, please elaborate: _____	MANAGEMENT/ LANDLORD Does the management of your relocation site keep you updated with key information? (i.e. timescales for repairs) ☐ Yes ☐ No ☐ Maybe Does the management of your relocation site respond to your queries in a timely manner? ☐ Yes ☐ No ☐ Maybe Do you feel comfortable making complaints to management about issues related to your relocation site? ☐ Yes ☐ No ☐ Sometimes If not, why? _____
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Do you know how to make complaints about your relocation site to the management? ☐ Yes ☐ No ☐ Maybe Does management consult you about key issues? (i.e. what you want to see done at your relocation site) ☐ Yes ☐ No ☐ Maybe Southwark Council Have you received any financial support from the Council in the last two years? ☐ Yes ☐ No ☐ Maybe If yes, what? _____	Over the past two years, have you received any concerns related to relocation with a Southwark representative (e.g. councillor or officer)? ☐ Yes ☐ No Add comment _____ Relocation Site Have you had any issues with your unit? ☐ Yes ☐ No ☐ Maybe If so, please elaborate: _____ Do you consider the premises to be in good condition? ☐ Yes ☐ No ☐ Maybe
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Please share any comments you have about the premises or suggestions for their improvement: _____ Do you feel safe at your relocation site? ☐ Yes ☐ No ☐ Maybe What is your biggest concern regarding security issues? _____ Do you think customers feel safe shopping here? ☐ Yes ☐ No ☐ Maybe Why? _____ Does management give proper maintenance to accessibility points? Ex. lift, stair, ramps, etc. ☐ Yes ☐ No ☐ Sometimes Does management give proper maintenance to your site on the whole? ☐ Yes ☐ No ☐ Sometimes	Please provide some examples: _____ What challenges are being faced by your business? ☐ Anti-social behaviour ☐ Can't make a profit ☐ Change of customer demographic ☐ Cost of living crisis ☐ Debt ☐ Issues with unit ☐ Lack of collective organising amongst businesses ☐ Lack of footfall ☐ Lack of marketing expertise ☐ Lack of signage and way-finding in the area ☐ Location isn't good for business ☐ Management neglect ☐ Quality of relocation site ☐ Uncertainty ☐ Other: _____ If you were to choose one, which is the biggest issue faced by your business? ☐ Anti-social behaviour ☐ Can't make a profit ☐ Change of customer demographic ☐ Cost of living crisis ☐ Debt
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☐ Issues with unit ☐ Lack of collective organising amongst businesses ☐ Lack of footfall ☐ Lack of marketing expertise ☐ Lack of signage and way-finding in the area ☐ Location isn't good for business ☐ Management neglect ☐ Quality of relocation site ☐ Uncertainty ☐ Other: _____	☐ No ☐ Maybe/ I don't know ☐ Other: _____
Looking to the future What are your future plans regarding your business? _____ Are you worried about the future of your business? ☐ Yes ☐ No ☐ Maybe Are you worried about not making enough profit to continue running your business over the next 12 months? ☐ Yes ☐ No ☐ Maybe Do you think you will be chosen to be part of the retail offerings in the	Trader's Groups If you were involved, did you receive any help or benefit from the Trader's Panel? (before closure/part of S106) ☐ Yes ☐ No ☐ I don't know what it is Add comment: _____ If you were involved, did you receive any help or benefit from the Elephant & Castle Business Forum? (Delancey-led, EC wide) ☐ Yes ☐ No ☐ I don't know what that is Add comment: _____ Would you be interested in participating in an Elephant & Castle Traders Association facilitated by Latin Elephant? ☐ Yes ☐ No ☐ Maybe

new development once it is completed? ☐ Yes Additional Comments Do you have any additional comments or do you want to elaborate on anything mentioned above?	Add comment:
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